

Chapter 12

DIVISION

This chapter describes the responsibilities of the division G1, organizational structure, and operational requirements. The terms G1 and personnel management center (PMC) as used in this chapter also apply to separate brigades and other corps major subordinate commands.

GENERAL RESPONSIBILITIES

The division G1 is the division commander's principal staff officer for personnel management. The G1 has the following responsibilities:

- Integrate all personnel support activities within the division. These are personnel management, finance, legal, chaplain, and public affairs.
- Establish division-unique personnel policies and procedures.
- Assist the division commander to evaluate and influence the command climate.
- Coordinate the preparation of plans and orders for all personnel service support (PSS) activities to include the chaplain, surgeon, dental surgeon, civilian personnel officer, and staff judge advocate. Ensure plans support the tactical plan, its branches and sequels, and the commander's desired end-state.
- Direct the military and civilian personnel systems. Staff and unit functions that affect the personnel systems are shown in Figure 12-1.
- Manage the soldier readiness program.
- Prepare the personnel estimate of the situation IAW FM 101-5 and unit SOPS.
- Recommend replacement allocations and priorities of fill to the division commander/division G3.
- Track division combat power, in terms of personnel.
- Manage services to the soldier and civilians.
- Synchronize the division's personnel network.

- Coordinate with the theater AG, corps AG, and corps personnel units to obtain external support for the division.
- Direct the MWR, alcohol and drug abuse prevention and control, equal opportunity (EO), and safety programs.

DIVISION G1 PROGRAMS

The G1 directs the MWR, alcohol and drug abuse prevention and control, EO, and safety programs.

MORALE, WELFARE, AND RECREATION

The G1 MWR responsibilities include the critical division tasks outlined in Chapter 7, MWR and Community Support. The G1 is also responsible for coordinating Army band activities.

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL

G1 responsibilities for the alcohol and drug abuse prevention and control program include the following critical tasks:

- Establish division-unique policy and procedures for program implementation.
- Collect, correlate, analyze, and report program information to the division commander.

EQUAL OPPORTUNITY

G1 responsibilities for the EO program include the following critical tasks:

- Establish division-unique policy and procedures for program implementation.
- Coordinate training for battalion and company EO program leaders.
- Ensure the program receives appropriate attention at all command levels within the division.

- Collect, correlate, analyze, and report program information to the division commander.

SAFETY

G1 responsibilities for the safety program include the following critical tasks:

- Establish division-unique policy and procedures for program implementation.
- Collect, correlate, analyze, and report program information to the division commander.

- Collect accident reports, and forward reportable accident information to the corps safety officer.
- Publicize the safety program.

ORGANIZATIONAL STRUCTURE

The division G1 is made up of a plans officer and two branches: personnel readiness and personnel operations. The plans officer is responsible for developing personnel service support plans for

UNIT AND STAFF FUNCTIONS AFFECTING PERSONNEL SYSTEMS CORPS LEVEL

COMMAND/ AGENCY	FUNCTIONS							
	REPLACEMENT MANAGEMENT	PERS ONNEL READINESS MANAGEMENT	PERS ACTIONS STRENGTH RPT	PERS DATA BASE	PERSONNEL INFO MGT	CASUALTY OPERATING MANAGEMENT	POSTAL OPERATIONS MANAGEMENT	MWR
G2	*ENEMY SITREP							
G3	*UNIT SITREP	*ESTABLISH PRIORITIES	*PROVIDE TASK ORG					*TIME
G4	*TRANS *EQUIP	*GIVE STATUS OF EQUIP				*MA *PERSONAL EFFECTS	*TRANS	*EQUIP *SUPPLIES
DISCOM CDR	*TRANS *SECURITY *SUBSISTENCE					*MORTUARY AFFAIRS (MA)	*TRANS	
SURGEON	*COORDINATE MEDICAL	*GIVE STATUS OF PATIENTS	*VALIDATE MED INFO ADM/DISCHG			*MEDICAL EVAL	*REDIRECT MAIL	
PROVOST MARSHALL	*STRAGGLER CONTROL							
PSB	*INPROCESS		*RECON DATA *PERS ACCTG	*D BASE MGT *UPLOAD *DOWNLOAD	*PROMOTIONS	*RCVE CAS RPTS *RPT TO TPERSCOM		
FINANCE BATTALION	*INPROCESS				*PAY INQUIRIES	*PAY CHANGES		
CORPS AG/ PERS GP	*ALLOCATE REPLs			*MAINTAIN DATA BASE	*C2 PSB	*OPERATE CASUALTY SYSTEM	*PROVIDE DS POSTAL CO	
CORPS G1	*PRIORITIZE REPLs			*ORDERS *AWARDS	*CASUALTY INFO MGT		*MWR OFFICER *EXT SPT	
SUBORDINATE BDE/BN	*RECEIVE REPLs *ARR TRANS	*STRENGTH REPORTS	*STRENGTH REPORTS				*PROVIDE MAIL CLKs & ORDERLIES	
POSTAL SERVICES PLATOON				*MAINTAIN LOCATOR		*REDIRECT* CASUALTY MAIL	*DEL/ACPT OUTGOING MAIL	
*NOT ALL INCLUSIVE								

FIGURE 12-1

contingency operations. The two branches make up the division PMC. All, or portions of these branches, may be deployed to support division and/or task force contingency operations or operations other than war. Their responsibilities are described in the following paragraphs. The division PMC organization is shown at Figure 12-2.

DIVISION PERSONNEL MANAGEMENT CENTER

The division PMC mission is to sustain division personnel readiness, direct division-wide

personnel systems, synchronize the efforts of the personnel network, manage replacement activities, and ensure commanders, soldiers, civilians, and other joint or allied personnel receive essential personnel services.

PERSONNEL READINESS BRANCH

This branch is responsible for the critical tasks outlined in Chapter 1, Personnel Readiness Management and Chapter 2, Personnel Accounting and Strength Reporting.

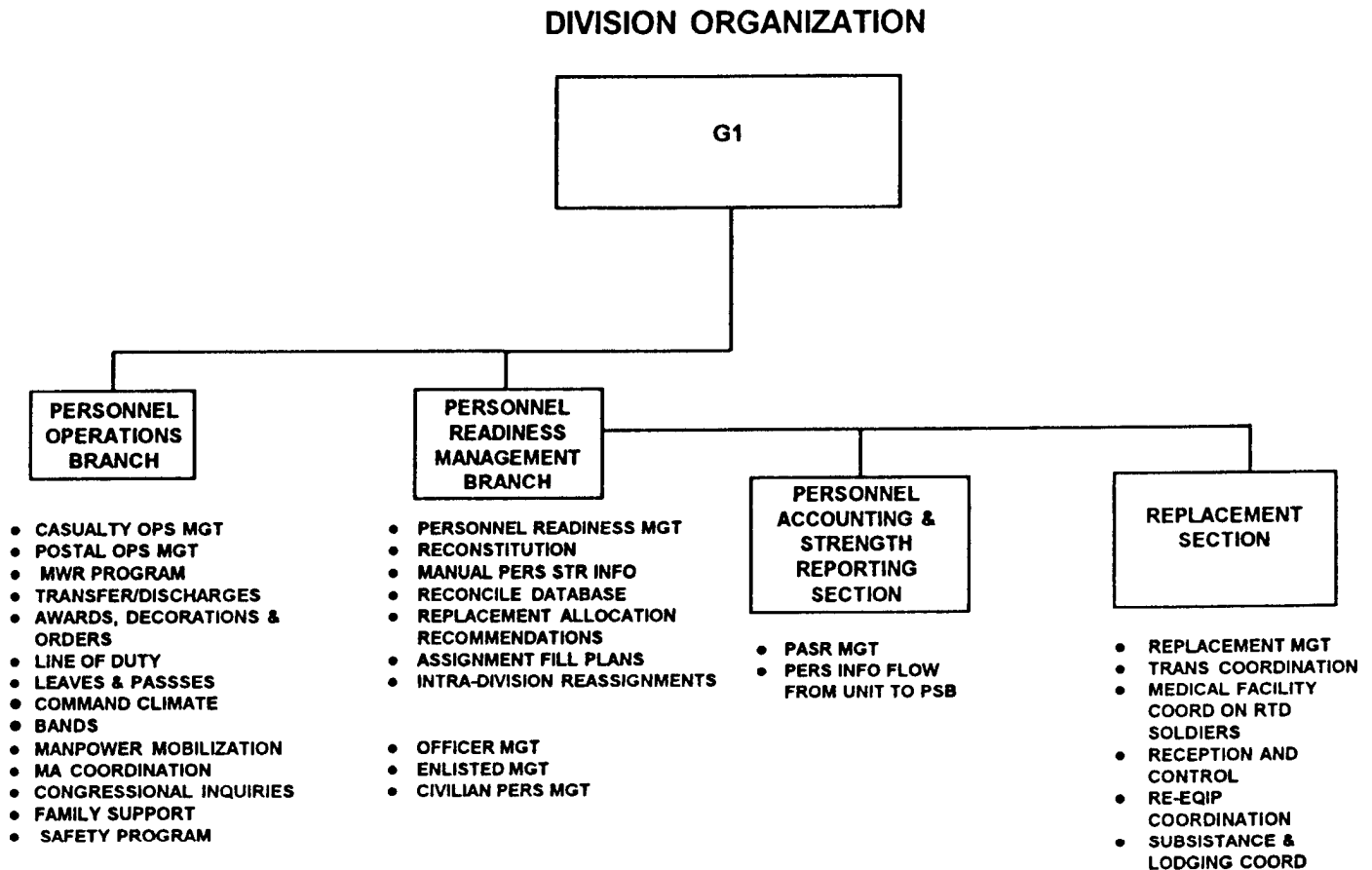


Figure 12-2

REPLACEMENT SECTION

Responsibilities of this section include the critical division tasks outlined in Chapter 4, Replacement Management. The division replacement section can support and process 300 replacements per day. When assistance is required, the division G1 may temporarily attach soldiers returning from medical facilities who are not yet fit for full duty.

The division G1 may also request assistance from the corps personnel group should expected replacement flow exceed division capacity. Since separate brigades do not have organic replacement processing elements, they require augmentation from corps replacement units.

PERSONNEL OPERATIONS BRANCH

This branch is responsible for casualty management, postal operations management, the MWR program, and essential personnel services.

Responsibilities of this branch include the critical division tasks outlined in Chapter 3, Casualty Operations Management, Chapter 6, Postal Operations Management, and Chapter 7, MWR and Community Support. This branch ensures that the essential personnel services described in Chapter 8 are provided. This branch is also responsible for coordinating band activities and processing Congressional inquiries.

EMPLOYMENT AND CONTINGENCY OPERATIONS

The division PMC usually operates from the division main and rear command posts (CPs). The deputy G1 directs operations in the division main CP. The personnel readiness manager directs operations in the division rear CP. The G1 coordinates operations, moving from one location to the other as needed. Examples of division main and rear command posts are at Figures 12-3 and 12-4.

The division does not have a self-contained personnel system; therefore, division and corps must also plan for augmentation from corps assets to support contingency operations. The personnel services battalion (PSB) provides support to complete the personnel system. Elements of the G1, PSB, replacement battalion, postal company and/or band may remain at the sustaining base to supply split operations.

In garrison, the community and family affairs directorate provides MWR and family support, and the civilian personnel operation directorate manages civilian personnel. At some garrisons, the Director of Personnel and Community Activities (DPCA) does both. During war and operations other than war, the division G1 assumes these responsibilities for personnel deployed to the area of operations. A civilian personnel support cell may deploy to assist.

The early deploying element should be a combination of resources from the PMC and the PSB. It should be prepared to support early entry/assault echelons. The minimum essential resources are those required to establish and operate the critical strength management and casualty reporting systems in the theater of operations. The expected situation duration and magnitude of operations will be deciding factors in determining the size and composition of lead and follow-on elements.

Other personnel systems will be established as early as the tactical situation permits. As the deployment develops, it will be necessary to deploy additional resources in incremental packages from the PMC and PSB to coincide with the stages of the division/task force deployment.

COMMUNICATIONS

The division PMC uses the division communications network to transmit critical personnel

**DIVISION MAIN COMMAND POST
(CSS CELL, 5-TON EXPANDO OR GP MEDIUM TENT)**

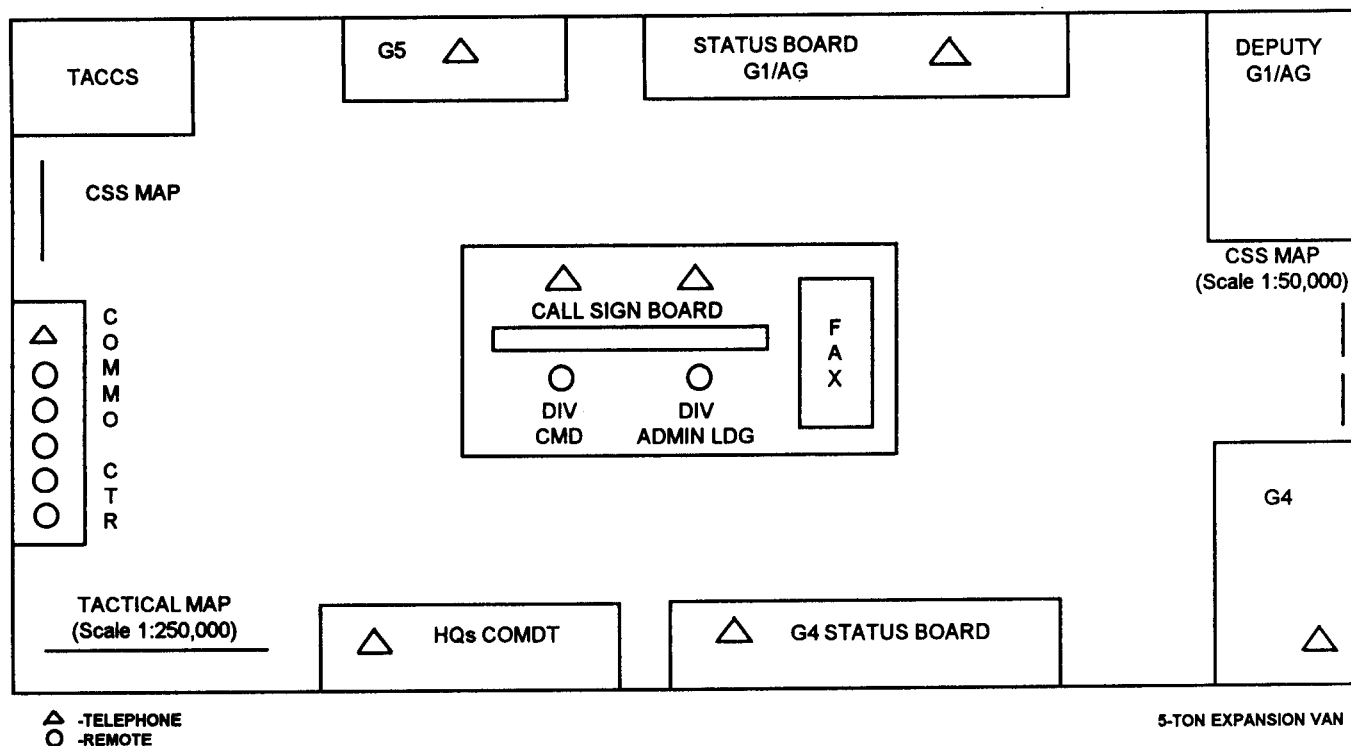


Figure 12-3

**DIVISION REAR COMMAND POST (G1/AG and
G4 ELEMENT 5-TON EXPANDO or GP MEDIUM TENT)**

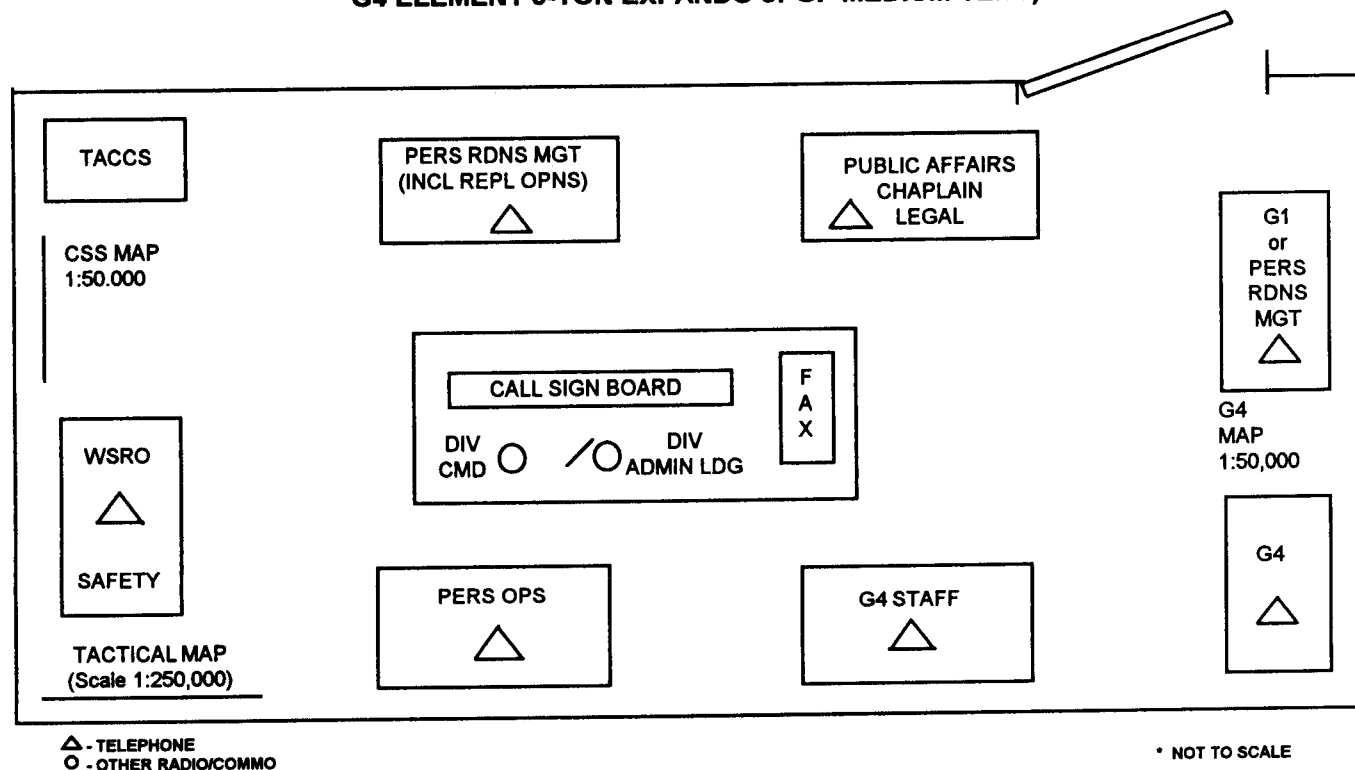


Figure 12-4

information up and down the information chain. This network consists of secure and unsecure voice, telecommunications, digital data or facsimile, and courier.

Digital transmission using mobile subscriber equipment and/or satellite communications is the primary means of transmitting data to the sustaining base and within theater. If it is not

available, facsimile transceiver, teletype, and data diskette by courier are alternate systems. Use of courier impairs the ability to obtain information on a real-time basis, thereby degrading the usefulness of the information to the commander. The division G1 must have the equipment necessary to maintain the consolidated division data base and to transmit and receive data on real-time basis.